

# LLR Leaders

An illustration of two stylized human figures. One figure is standing and reaching upwards with both arms, while the other figure is positioned slightly behind and below, also reaching upwards. Above them are three five-pointed stars of varying sizes, suggesting a goal or achievement.

*Growing Tomorrow's Leaders Today*

**2007**

**LLR Leadership  
Development Program**

## Program Overview

The LLR Leaders program is targeted toward select high performing employees who have been identified as having leadership potential and who are interested in pursuing development in this area. Participants may or may not already be functioning in a supervisory /management capacity. This program is a combination of activities that includes a professional certification program, leadership development sessions, agency awareness sessions, field trips and a work-related project. **Completion of this program in no way automatically guarantees the participant a managerial position or career advancement in the agency.**

The Human Resources Office is responsible for coordinating this program with direction from the Agency Director. The State Office of Human Resource Development Services (HRDS) will facilitate the Public Professional Development certification.

## Program Objectives

1. To identify and develop high performing LLR employees who are interested in pursuing leadership development and who have exhibited leadership potential
2. To provide developmental activities that will provide insight into the overall organization and its operations and encourage participants to embrace the agency as a whole
3. To give participants opportunities to develop or enhance skills that will help them function as possible future leaders
4. To help participants develop a strong sense of “ownership” of the agency and to foster their desire to see the agency and its employees become the best they can be

## Participant Selection Criteria

Candidates must:

- Be employed with the agency for a minimum of 24 months and meet the requirements of his or her job as reflected in the most current Employee Performance Management System document for the employee
- Provide documentation substantiating a consistent track record of assuming roles of greater responsibility or authority
- Exhibit leadership potential within the agency or in the community
- Have strong written and verbal communication skills
- Desire to move into a formal leadership role in the agency

## **Nomination Process**

- Candidates are nominated to participate in this program by the agency's management staff.
- Candidates may or may not be currently functioning in a supervisory or management capacity.
- Individuals interested in the program should discuss their interests with their supervisors and request a nomination.
- Managers who nominate individuals that they do not directly supervise should coordinate the process with the candidate and the candidate's direct supervisor.

Nominated candidates should submit the following to the Human Resources Office by October 23, 2007:

1. A completed Candidate Submission Form
2. A resume
3. A letter of recommendation from his or her direct supervisor
4. A letter of recommendation from the nominating supervisor or manager, if different from the direct supervisor

\*\*\*Only these documents will be considered in the selection process.

## **Selection Process**

A committee, consisting of members from the Senior Staff will review the candidate packets and interview qualified candidates. The committee will recommend a select number of individuals to the Agency Director, who will make a final decision by November 20. The recommendations and final decision will be based on the information in the candidate's packet, the interview and how well the participant meets the selection criteria.

Those selected to participate in the program will receive written confirmation from the Agency Director. Candidates not selected to participate will receive written notification informing them that they were not selected to participate this year.

## **Program Requirements**

Participants are required to attend at least 90% of the classes and complete a work-related project. The project will be a non-recurring work objective that is aligned with the agency's mission and may be beneficial to the participant's office, division or the agency as a whole. Participants who do not meet the above requirements will not receive credit for completion of the program.

## **Program Length and Frequency of Sessions**

The length of the program is 14 months. Agendas for monthly activities will be provided to participants and their supervisors. Supervisors and participants must agree to commit the necessary time to complete program requirements.

## 2007 LLR Leaders Agenda

January	Orientation/The Leadership Challenge/ Lunch Speaker
February	Fire & Life Safety Overview / Workforce Planning Discussion
March	OHR MBTI / Project Discussion
April	Overviews: Office of Communications & Governmental Affairs, Director's Office, Division of Administration, Legal Services, Office of Investigations & Enforcement Overviews / Budget Process, Legislative Process  State House visits to be scheduled during March & April
May	Off-site Team Building Session
June	Division of Professional & Occupational Licensing Boards Overview/ OHR Emotional Intelligence
July	Focus: Achieving Your Highest Priorities
August (2 days)	OHR Facilitation Skills
September	Senior Staff Meeting / Division of Labor Overview / Project Time
October	OHR Dealing Effectively with Conflict
November (2 days)	OHR Presentation Skills
December	Project Work on own time
January	Project Presentations / Whale Done!
February	Graduation / Outside Speaker

### Additional Self Directed Activities:

Read The Leadership Challenge

Attend a Board Meeting

## Monthly Activity Descriptions

### January 2007

#### Orientation

The Agency Director will welcome participants. The purpose, objectives and requirements of the program will be discussed. Project requirements will also be discussed in this session. The Senior Staff and participants' supervisors are encouraged to attend this orientation session.

#### The Leadership Challenge

In today's world there are countless opportunities to make a difference. And more than ever there is a need for people of all ages, from all backgrounds, with all types of life experience to seize those opportunities that lead to greatness. There is a need for leaders to inspire us to dream, to participate, and to persevere. *The Leadership Challenge* offers everyone the chance to do just that – to take the initiative and make a difference.

### February 2007

#### Workforce Planning

The Human Resources Administrator will discuss the agency's workforce planning initiatives and statistics of the agency's future workforce.

#### Fire & Life Safety Overview

This session includes overviews of the division of Fire & Life Safety, the Fire Academy and the State Fire Marshal's office. Information will be presented by the Deputy Director of Fire & Life Safety, The Fire Academy Superintendent and the State Fire Marshal. Participants will also tour the Fire & Life Safety facilities and are invited to eat lunch in the cafeteria for a minimal fee.

### March 2007

#### Myers Briggs Type Indicator

The MBTI can help us appreciate our own strengths, gifts and potential growth edges, but also helps us understand and appreciate how and why others may differ from us. This session emphasizes the management implications of type and is designed to increase self-understanding, make constructive use of individual differences, and see that approaching problems in different ways can be healthy and productive for an organization. Knowing that these differences are all valuable can truly lead to more constructive communication and relationships. The State Office of Human Resources Development Services (HRDS) will facilitate this session.

## April 2007

### **Overviews of the Office of Communications & Governmental Affairs, Director's Office, Division of Administration, Legal Services, Office of Investigations & Enforcement Overviews / Budget Process, Legislative Process**

Staff from the above areas will give an overview and information about their respective areas. Visits to the State House will be scheduled during the months of April and May.

## May 2007

### **Off-site Teambuilding**

Participants spend the day at Ripley's Retreat completing a series of individual challenges and group problem-solving initiatives (ropes course) designed to develop teamwork skills and individual confidence. The purpose of a ropes course is to identify and develop participant behaviors and attitudes that, together, optimize the group's collective force. Bill and Judy Ripley will facilitate this safe, fun, experiential learning adventure.

## June 2007

### **Overview of the Division of Professional & Occupational Licensing Boards**

Assistant Deputy Directors will provide overviews of each office area. Participants will be required to attend a board meeting during the months of June to October.

### **Emotional Intelligence**

We are all governed by our emotions, both personally and professionally. Emotional Intelligence, like technical skill, can be developed through a systematic, consistent approach to building competence in personal and social awareness, self-management and social skill. Participants will acquire a greater understanding about how their thoughts, feelings, and behavior affect themselves and others, by either enhancing effectiveness or creating roadblocks to communication. HRDS will facilitate this session.

## July 2007

### **Focus: Achieving Your Highest Priorities**

This is a next generation workshop for achieving high performance and life balance. Learn how to set goals, execute strategies, gain control of competing demands, and reduce stress by eliminating low-priority activities. Includes a Franklin Covey Planner Starter Kit and CD. The State Office of Human Resources Development Services (HRDS) will facilitate this session.

## **August 2007**

### **Facilitation Skills**

The skills of an effective facilitator can be useful whether involved in groups, teams, or communicating in the workplace. This course is designed to enhance employee skills by providing knowledge in diagnosing behaviors, intervening to improve effectiveness in workplace communication, and gaining practical experience by using process tools for continuous improvement. HRDS will facilitate this session.

## **September 2007**

### **Senior Staff Meeting / Division of Labor Overview / Working Lunch / Project Time**

Participants will attend a Senior Staff Meeting. The Administrators of the Division of Labor areas will give participants information about the typical “day in the life” of a worker in each program area. Participants will participate in a walk-through of an OSHA inspection. Plans for this session also include a working lunch as time for participants to work on their projects.

## **October 2007**

### **Dealing Effectively with Conflict**

This introductory course identifies common responses and sources of conflict. There are five typical conflict-handling styles discussed, which provides effective ways to deal with conflict. A self-assessment is used to explore the predominant tendencies of individuals when dealing with conflict. Several effective conflict resolution techniques will be introduced using practical application. The State Office of Human Resources Development Services (HRDS) will facilitate this session.

## **November 2007**

### **Presentation Skills**

Employees at all levels are called upon to deliver presentations. Will you be ready when the need arises? You will if you have learned to convey expertise, confidence, authority, and organization in front of an audience. End your anxiety about public speaking and start delivering winning presentations that are remembered for the right reasons. The State Office of Human Resources Development Services (HRDS) will facilitate this session.

## **December 2007**

A formal session is not scheduled for December. However, participants are encouraged to use this time to work on their projects. Human Resources staff will be available to offer assistance.

## **January 2008**

### **Project Presentations**

Participants will present their projects. The Agency Director, Senior Staff and appropriate administrators and supervisors are invited to attend.

### **Whale Done!**

Have you ever wondered how the whale trainers at Sea World get Shamu, the 19,000-pound whale, to jump 22 feet out of the water and perform tricks? They get that whale to go over a rope farther out of the water than most of us can imagine. This is a great challenge—as great as the ones you face as coaches, trainers or supervisors. Learn how to use the approach used by Sea World trainers to transform your team or coworkers into high performers.

## **February 2008**

### **Graduation**

A recognition ceremony will be scheduled and participants will receive a LLR Leaders Certificate and a Public Professional Development certificate.